

Leadership Profile

Senior Director, Behavioral Health Nursing
Patient Care Operations

September, 2021



Boston Children's Hospital

Boston, MA

Summary

Boston Children's Hospital (BCH) is seeking a strategic senior nurse leader who will bring a background of front-line nursing and patient care operational skills derived from prior successful experience as a child/adolescent health nurse manager/nursing director of behavioral health nursing services. The Senior Director, Behavioral Health Nursing will oversee the delivery of patient care operations to include: a 16-bed inpatient psychiatric unit (Longwood Campus); a 12-bed community based acute treatment (CBAT) unit and a 12-bed inpatient psychiatric unit (Waltham Campus); and the organization's Behavioral Response Team (BRT) with resources spanning the main campus and a range of satellite and ambulatory care delivery settings. These distributed programs are comprised of a wide range of nursing and interprofessional team members (~200 FTE's). The Senior Director position reports to the Vice President, Associate Chief Nurse, Medical/Surgical & Behavioral Health Nursing/Patient Care Operations and is positioned to collaborate with physician leaders, administrative leaders, nursing directors/managers, and clinical team members throughout the organization.

It is anticipated that s/he will engage with all BCH behavioral health clinical and administrative leaders to create innovative partnerships, including inpatient, ambulatory, community-based settings, and environments not yet considered to strengthen behavioral health care for children and adolescents. The Senior Director will collaborate with the Vice President/Associate Chief Nurse and other physician and interprofessional colleagues to translate public policy priorities with regulatory agencies, community organizations and advocacy groups. This is an influential, operationally focused role poised to advance child/adolescent mental health service delivery regionally and nationally.

The Opportunity

Boston Children's is a recognized leader and vital pediatric resource for children, families, and physicians. For over 150 years the Hospital has assembled teams that transform and save lives, making the organization a beloved brand and among the most sought-after places to work in health care. Looking to the future, Boston Children's is becoming more than a clinical delivery leader, taking on the toughest challenges in healthcare and continuing as a global leader in pediatric science and innovation. Children's is where the world comes for answers. It is a mission worth joining.

The Senior Director will be an exceptional nursing and operational leader who can navigate a complex environment both internally and externally. S/he will guide the evolution of expanding behavioral health services in concert with leaders in psychiatry, social work, community agencies, advocacy groups, and state policy makers to design key systems of care delivery. This role provides a unique opportunity for a nurse leader with behavioral health specialty skills and prior inpatient and system-level nursing leadership experience to meaningfully impact the design and delivery of child and adolescent acute care and community-based behavioral health services.

The Organization

Boston Children's Hospital is one of the largest pediatric health care delivery systems in the world. The organization serves as the primary pediatric teaching setting for the Harvard Medical School and for over 60 affiliated schools of nursing, pharmacy, physical and occupational therapy, and other key disciplines regionally, nationally, and internationally.

Boston Children's offers a range of health care services for children from birth through 21 years of age augmented by transitional services for older adolescents and young adults. Boston Children's is comprised of a 415-bed comprehensive center for inpatient pediatric and adolescent care with 258 specialized clinical programs that account for more than 670,000 outpatient visits per year, 23,000 annual inpatient admissions, 29,000 surgical procedures and 61,000 emergency department visits. As evidence of the quality of our programs, Boston Children's holds joint

accreditation from the Accreditation Council for Continuing Medical Education (ACCME), the Accreditation Council for Pharmacy Education (ACPE), and the American Nurses Credentialing Center (ANCC)

Boston Children's is also home to the world's largest pediatric hospital-based research enterprise. Recent initiatives have attracted over \$250 million in annual funding, including more federal funding than any other pediatric healthcare delivery enterprise. More than 1,100 scientists, including nine members of the National Academy of Sciences, twelve physician members of the Institute of Medicine, and nine members of the Howard Hughes Medical Institute comprise their research community.

Boston Children's nurses have been recognized at the highest levels of academic nursing, including membership in the American Academy of Nursing (AAN) by eight currently employed exceptional nurse scientists and practice leaders. The organization has been designated and re-designated continuously since 2009 as an ANCC Magnet® hospital in recognition of nursing excellence and is the recipient of numerous specialty nursing awards including: the American Association of Critical-Care Nurses (AACN Beacon Awards) and the Emergency Nurses Association (ENA Lantern Awards). Boston Children's has also been recognized by U.S. News and World Report from 2013 to the present as the #1 children's hospital spanning the past eight consecutive years.

The main campus not only serves as a tertiary and trauma center for the greater Boston area, but it is also the number one provider of primary and secondary care for low-income Massachusetts children. Boston Children's serves children and families throughout Massachusetts, New England, the United States and internationally. Approximately 30 percent of patients who receive inpatient care travel from outside the primary service area of Boston and Eastern Massachusetts.



Boston Children's has long been considered a destination for excellent clinical care, education, and ground-breaking research. The Hospital leadership also considers diversity a core value. Boston Children's aims to enhance access to the best care, promote and cultivate a diverse workforce, instill a welcoming environment for children, parents, and staff, emphasize respect for cultural differences to reduce variation in health outcomes among racial and ethnic groups, and seeks to advance community outreach. We are committed to working together

to support health equity and support anti-racist practices. This is not merely an aspirational goal: we have shared our formal **Declaration on Equity, Diversity and Inclusivity** broadly that will be our guiding compass in making this goal a reality. We actively seek to recruit, engage, and retain the very best, most talented, and diverse workforce.

The Department of Nursing

Boston Children's Department of Nursing has been widely recognized as a national and global leader in the science and practice of pediatric nursing. Boston Children's has been designated and re-designated as a Magnet facility as conferred by the American Nurses Credentialing Center (ANCC) continuously since 2009. The ANCC Magnet® program recognizes health care organizations for quality patient care, nursing excellence and innovations in professional nursing practice. Pursuant to this recognition, the Hospital seeks to contribute to measurably improve children's health through the application of evidence-based, child and family centered practices within a healthy work environment.

Both RN's and APRN's are eligible to apply for professional advancement through a three-tiered practice model. The APRN model was created in 2015 to support competency-based professional advancement. In 2020, Boston Children's received ANCC Practice Transition Accreditation Program ® (PTAP) accreditation with distinction. This program provides RN Residencies for nurses with less than 12 months of experience upon entry to practice.

The nursing department has long supported ongoing professional development via nursing science fellowships, an evidence-based practice mentorship program, global nursing health fellowships, and a broad portfolio of continuing clinical education and leadership development opportunities. The organization offers a variety of educational and career development opportunities including simulation learning, a career lattice program to support the transition of current Boston Children's employees from diverse backgrounds moving from existing roles into Nursing careers, a Clinical Mentorship Program, skill building labs, continuing education, tuition reimbursement, and support for specialty certification.

The Candidate Profile

Boston Children's Hospital is known for scientific discovery, clinical innovation, and the organization's strong commitment to exceptional patient/family centered practices. The impact of Boston Children's professional nursing practice is reflected via successive ANCC Magnet® program designations and re-designations. As a recognized leader in pediatric nursing, there is also a strong commitment to advance care delivery, research, community, and educational missions toward the improvement of health and healthcare for children near and far. Ideas for new treatment modalities in behavioral care is an urgent priority across the nation. The Senior Director, Behavioral Health Nursing will be a key organizational leader to create and implement strategies to strengthen the organization's service delivery across a growing care continuum.

The ideal candidate will have prior experience as a front-line manager/director of nurses and behavioral health teams in a progressive, academically focused patient care environment – preferably with a child/adolescent health focus.

The leader selected as Senior Director, Behavioral Health Nursing/Patient Care Operations will be responsible for:

- Selecting and nurturing the professional development of nursing directors / managers and team members within inpatient, community based acute treatment (CBAT), and ambulatory care programs throughout an expanding network.
- Establishing herself/himself as a respected and recognized voice of Nursing/ Patient Care Operations for Behavioral Health specialty-related care with external organizations, including regulatory agencies and community stakeholders.
- In collaboration with the VP/ACNO promotes internal alignment throughout Boston Children's senior leadership team, Department of Psychiatry and Behavioral Health Sciences physicians and interprofessional team members, senior nursing/patient care operations leaders, community health program leaders, and government relations team members.
- In collaboration with the VP/ACNO contributes to ongoing refinements to the organization's strategic plan for expansion of psychiatric and new behavioral health programs.
- Advancing reliability, safety, regulatory compliance, and patient/family experience with sensitivity to the care of patients with complex care behavioral health care requirements.
- Extending the implementation of quality, safety, high reliability and healthy work environment practices within nursing and interprofessional teams.

- Advance recruitment, retention, mentorship, and professional advancement of nurses and care team members spanning wide-ranging diverse backgrounds to strengthen the existing and future workforce.
- Demonstrating effective verbal and written communication skills.
- Navigating operational challenges, prioritizing, and resolving complex issues while guiding and teaching others.
- In collaboration with VP/ACNO leads complex projects and care delivery innovation, including the formation of rapidly changing care delivery models and emerging organizational partnerships.
- In collaboration with VP/ACNO contributes to behavioral health policy initiatives with other senior organizational leaders at state and national levels to improve pediatric behavioral health care delivery.

Educational and Experience Requirements

- Ten (10+) years of RN experience with at least five years of progressive management/leadership experience within a nursing/patient care operations leadership role.
- Prior experience directing nursing and interprofessional practice with hiring authority and associated accountabilities in a similarly complex, academic pediatric acute care/behavioral health setting
- A master's degree in (MSN/MS) degree in nursing is required. A doctoral degree (PhD, DNSc, or DNP) or relevant health system related doctorate (DrPH) either completed or in progress is preferred.
- Completion of Nursing leadership board certification (NE-BC) and psychiatric-mental health certification (RN-BC), or commitment to successfully complete both within three years.
- Preparation as an APRN (FNP/PNP or ANP), and prior accountability for APRN professional practice, is beneficial, but not required.
- Candidates who hold all the above qualifications in a similarly complex adult academic health care delivery setting may be considered.

Critical Success Factors

The ideal candidate for Boston Children's Hospital Senior Director, Nursing/Patient Care Operations Behavioral Health Services will bring demonstrated capabilities to accomplish the following goals in the first year of his/her leadership tenure:

- Manage program operations spanning inpatient, community based acute treatment (CBAT), and ambulatory care program settings within an expanding network.
- In collaboration with ACNO/VP promotes internal alignment among Boston Children's executive leadership team, the Department of Psychiatry and Behavioral Health Sciences physicians and interprofessional team members, senior nursing/patient care operations leaders, Community Health programs, and Government Relations team members.
- Demonstrate key behaviors associated with an empathetic and trusted leader who rapidly establishes rapport with others, builds effective and diverse teams with strong cultural competencies through mentorship and professional development practices, and capably leads cross-organizational change.
- Establish herself/himself as a respected and recognized voice of Nursing/ Patient Care Operations for Behavioral Health Services with external organizations, including regulatory agencies and community stakeholders.

Compensation and Licensure

The candidate should have current state licensure and registration by the Massachusetts Board of Registration in Nursing or be eligible to attain licensure and registration prior to employment. A compensation package, including relocation assistance, will be provided that is competitive and commensurate with the individual's qualifications and ability to contribute.

For More Information

We welcome referrals and nominations. Interested parties should send a letter of interest and resume to BCH-SDNBH2324@ZurickDavis.com. For additional questions, please contact **Ellen Mahoney** or **Jacqueline Rosenthal** at 781.938.1975. All communication with **ZurickDavis** will remain confidential.

Boston Children's Hospital is an Equal Opportunity / Affirmative Action Employer. Qualified applicants will receive consideration for employment without regard to their race, color, religion, national origin, sex, sexual orientation, gender identity, protected veteran status or disability.